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21 June 1971

AGDA-A (M) (3 Jun 71) FOR OT UT 704117

SUBJECT: Operational Report - Lessons Learned, Headquarters, 12th Signal Group, Period Ending 31 October 1970

SEE DISTRIBUTION

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: FOR OT UT within 90 days of receipt of this letter.

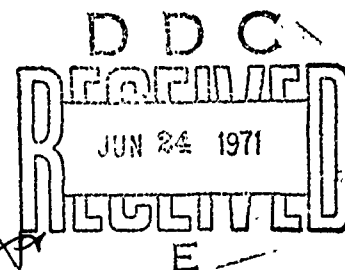
BY ORDER OF THE SECRETARY OF THE ARMY:

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as

*Verne L. Bowers*  
VERNE L. BOWERS  
Major General, USA  
The Adjutant General

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 12TH SIGNAL GROUP  
APO SAN FRANCISCO 96349

10 November 1970

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SUBJECT: Operational Report-Lessons Learned, Headquarters 12th  
Signal Group for Period Ending 31 October 1970, RCS  
CSFOR-65 (R-2).

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1. Operations: Significant Activities

a. General:

(1) During the period of this report 12th Signal Group continued to perform its assigned mission, in Military Region I, RVN in a superior manner. This includes providing communications to all major commands in Military Region I.

(2) Major emphasis during the reporting period was placed on improved communications thru Quality Assurance Inspections.

b. Organization: 12th Signal Group was composed of the following units as of 31 October 1970. Organizational diagrams are attached as inclosures 1 and 2.

(1) HHD, 12th Signal Group.

(2) 37th Signal Battalion composed of the following:

(a) HHD, 37th Signal Battalion

(b) 14th Signal Company

(c) 62nd Signal Company

(d) 270th Signal Company

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- (e) Da Nang Signal Company
- (f) USASTRATCOM Signal Support Detachment, Da Nang
- (g) USASTRATCOM Signal Support Detachment, Chu Lai
- (3) 63rd Signal Battalion:
  - (a) HHC, 63rd Signal Battalion
  - (b) 63rd Signal Company
  - (c) 337th Signal Company
  - (d) 588th Signal Company
  - (e) 596th Signal Company
  - (f) USASTRATCOM Signal Support Detachment, Phu Bai
  - (g) USASTRATCOM Heavy Cable Construction Detachment, Phu Bai

c. Relocation:

(1) On 25 September 1970, the main body of HHD 12th Signal Group re-located from Phu Bai to My Khe, Da Nang.

(2) The 26th Transportation Support Group provided approximately 60% of tractor trailers required for the move, 40% was accomplished by use of organic vehicles, and aircraft.

d. Principle Staff Changes:

(1) 11 August 1970, CPT Robert B. Harding assumed the duties of Chief MASS Division 12th Signal Group upon the departure of CPT Andrew R. Anderson.

(2) 3 September 1970, CPT William F. Weaver assumed the duties as Chief PAST Division 12th Signal Group upon the departure of MAJ Monroe C. Flentage.

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(3) 14 September 1970, LTC Thomas C. Nelson assumed the duties as Battalion Commander 63rd Signal Battalion upon the departure of LTC William B. Sheaves.

(4) 14 October 1970, LTC William Clingerpeel assumed duties as 12th Signal Group DCO, vice Major William E. Moore, Executive Officer.

(5) 18 October 1970, Major William E. Moore assumed duties as Chief PAST Division 12th Signal Group, vice CPT William F. Weaver.

e. Distinguished Visitors:

(1) 6 - 8 August 1970, Colonel Joseph F. Paradis, CO Regional Comm Group.

(2) 17 - 18 August 1970, Colonel Jimmy C. Sutton AC/S Plans and Training 1st Signal Brigade.

(3) 24 - 25 August 1970, Colonel D. W. Martz, XXIV Corps Signal Officer orientation visit..

(4) 28 August 1970, Colonel Emil L. Konopnick, CO 26th General Support Group.

(5) 14 - 15 September 1970, Major General Hugh F. Foster Jr., CG 1st Signal Brigade, 63rd Signal Battalion change of command ceremony.

(6) 6 October 1970, BG Jack A. Albright, Deputy CG 1st Signal Brigade.

f. Communications:

(1) On the 25th of September the Gia Lo Signal Site was deactivated. NCB 10, one of the major units in the area, relocated. Telephone service for the remaining units was switched from the Gia Lo manual telephone exchange to the Camp Eagle dial telephone exchange. The sold user circuits which had been routed over the FTH81 system (PHB-GLE) were deactivated or re-routed.

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(2) A tone pack, FFX01, on the FFS16 microwave system between  
CEA and PHB was channelized during the fourth week of September.

(3) The following systems were deactivated during the 1st  
Quarter FY71:

| <u>SYSTEM</u> | <u>FROM</u> | <u>TO</u> | <u>DATE</u> |
|---------------|-------------|-----------|-------------|
| FFH53         | PHB         | HEV       | 2 Sept 70   |
| FFT24         | PHB         | DNG       | 11 Sept 70  |
| FFH81         | PHB         | GLE       | 25 Sept 70  |

(4) The following teletype circuit was activated during the  
reporting period:

| <u>CIRCUIT</u> | <u>FROM</u> | <u>TO</u> | <u>DATE</u> |
|----------------|-------------|-----------|-------------|
| XY8W           | PHB         | ARS       | 20 Aug 70   |

(5) The following AUTODIN terminals operated by 12th Signal  
Group which were homed on the Nha Trang ASC were rehomed to  
Lam ASC's. Circuits and dates were as follows:

| <u>CIRCUIT</u> | <u>FROM</u> | <u>TO</u> | <u>DATE</u> |
|----------------|-------------|-----------|-------------|
| XT2G           | CPH         | PLM ASC   | 27 Aug 70   |
| XH3R           | C           | PLM ASC   | 28 Aug 70   |
| XPLV           | CHL         | PLM ASC   | 7 Sept 70   |

(6) Dry weather cable rehabilitation programs were continued  
throughout the reporting period at Quang Tri Army, Chu Lai and  
Da Nang East. In late September two teams of cable construction  
personnel from the 40th Signal Battalion arrived to assist in the  
Chu Lai and Da Nang East projects.

(a) Five secondary trunks were added between the Phu Bai and  
Da Nang East DTE's.



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(b) The circuits from Da Nang ARS to the Da Nang I Corps and Phu Bai ACC's were converted from 100wpm to 60wpm operation. This action was necessary because of the extensive outages on the circuits due to equipment maintenance problems. Circuit quality and reliability have improved significantly as a result of the conversion from 100 to 60 wpm.

(c) The 12th Signal Group Quality Assurance Inspection Team conducted a total of 24 site inspections during the past reporting period. These inspections stressed equipment maintenance, operator proficiency, site operating procedures, and customer satisfaction. The QA Team's capabilities have been greatly increased by the acquisition of a TTS-37B noise measuring set and a TTS-58A impulse noise counter. These are used to measure the noise on individual channels of multichannel equipment at each site. Idle channel noise is the most significant parameter which indicates the overall quality of any communications system. The efforts of the Quality Assurance Team aided in maintaining the high standards of customer service provided by units of the 12th Signal Group.

(d) Four hours of downtime was approved for Microwave system FFM06 so that it could be completely realigned in order to improve communications quality. As a result of the realignment and replacement of defective coax, the power output at the antenna for both terminals was increased, the AGC voltage at the DNG terminal was reduced to a more nearly correct level, and the idle channel noise for each channel was reduced.

(e) It is anticipated that telephone troubles for the Da Nang East and Chu Lai DTE's will be reduced significantly during the 2nd Quarter due to the extensive rehabilitation programs being conducted at these sites.

(f) The Hue Cable Project, which consists of a 50 pair tie cable between Hue MACV and Hue Citadel, will be completed early in the 2nd Quarter. The installation of this cable will allow the deactivation of the Hue Citadel Switchboard, and will provide access from the 1st ARVN Division Headquarters to the Thua Thien Province Headquarters.

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(g) All 12th Group systems and sites will be carefully analyzed during the next quarter with a view toward consolidating, reducing and deactivating as many circuits, systems and sites as possible. The move of the 108th Arty Group from Dong Ha to Phu Bai will significantly decrease the communications mission of the Dong Ha Signal Site.

g. Intelligence:

(1) Physical Security Inspections were conducted at thirty sites by this Headquarters. All sites are considered satisfactory except Tam My Island which needs barracks revetted and personnel bunkers constructed. Tam My Island was considered unsatisfactory during the last reporting period.

(2) Counterintelligence inspections were conducted at each Battalion Headquarters and also the 12th Signal Group Headquarters by the 1st Signal Brigade. Counterintelligence inspections revealed that Battalions were not conducting Local Files Checks and Document Control was not in accordance with USARV REG 380-5.

(3) Enemy indirect fire against 12th Signal Group sites dropped over the last three months, (August, September, October). The number of mortar attacks dropped from 12 the previous reporting period to 7 this reporting period, and the number of rocket attacks were 12 in comparison to 25 last quarter. The indirect fire by rocket and mortar normally encountered at Camp Carroll decreased during the reporting quarter.

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2. LESSONS LEARNED: Commander's Observations, Evaluations, and Recommendations.

a. Personnel:

(1) Command Personnel Management Inspection

(a) Observation: Headquarters, 1st Signal Brigade conducted a Command Personnel Management Inspection (CPMI) during the period 24 September to 2 October 1970 for the Group Headquarters and the 37th and 63rd Signal Battalions.

(b) Evaluation: The following areas were found to be unsatisfactory by the inspection team.

aa. Headquarters, 12th Signal Group: Strength Accounting (DA Forms 1-1).

bb. 37th Signal Battalion: Advance Overseas Returnee Rosters (AOR).

cc. 63rd Signal Battalion: Advance Overseas Returnee Rosters (AOR).

(c) Recommendation: That the 1st Signal Brigade conduct CPMI's on a quarterly basis rather than annually to enhance Personnel operations throughout the Brigade and "force" satisfactory ratings in all areas inspected.

b. Intelligence: None

c. Operations: None

d. Organization: None

e. Training: None

f. Logistics:

(1) Prescribed Load Lists (PLL) Overpacks for Generators and special purpose equipment.

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(a) Observation: In many instances Special Purposes Equipment (e.g. Generators, Air Compressors, tactical Air Conditioners and etc.) leave the Army procurement agencies with an overpack of repair parts. Normally the overpack is sufficient to provide the required repair parts support for the equipment for one year. The overpack on the special purpose equipment was not received by the using units. The reason for this was supposedly imposed by USARV. Logic behind nonconcurrent issue was to establish a usage factor on repair parts throughout the supply chain from depot to user.

(b) Evaluation: The concept of "request issue" has merit, however two factors occurred which caused supply problems. First being that technical manuals listing the PLL repair parts were not on hand in the request units. (Specifically the 60kw Generator, Model 3500 Allis-Chalmers). By the time the applicable supply manuals were on hand in the using unit, the PLL's initiated, and requests submitted for the authorized parts the overpacks were lost. The second factor prevalent in the system was the fact that the repair parts were not picked up by depot on stock records. When the using unit requested the required parts from the DSU they were fringe to the DSU so the requisitions were passed to depot Support Units. Here they were also handled as fringe, because there were no stock records reflecting the items being on hand at the depot, and passed to CONUS. The above facts are established through personal contacts by 12th Signal Group Logistics personnel. Due to repair parts Supply Support problems and the fact that a mix-up in assets of 60kw Generator was discovered by USARV ICGV when 12th Signal Group was scheduled to receive 60kw Generators, (50 overpacks were picked up on Cam Ranh Bay stock record accounts as 60kw Generators). Logistics personnel of 12th Signal Group tried to trace the lost overpacks. Upon checking the receiving issue document for the Generators it was discovered that the in-country depot where the overpacks were withdrawn was Cam Ranh Bay RVN. When Logistics personnel arrived at Cam Ranh Bay Depot, the stock control personnel stated they in fact did have the overpacks. However, when the warehouse locations were checked the overpacks were not there. A search of the warehouse and existent shipping documentation failed to locate the missing PLL overpacks for the Generators. Personnel at the Cam Ranh Bay Depot stated the parts overpacks were shipped out on retrograde to CONUS or lost again. Subsequently most repair parts for the 60kw Generators Allis-Chalmers, Model 3500 have been passed to CONUS depots.

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This has caused unnecessary delay, loss of equipment availability time and in all probability double purchasing of parts to support equipment. The Generators have been on hand over nine months and to date only approximately 65% of the PLL repair parts are on hand.

(c) Recommendation: Advance notice be given to all units of impending issues of equipment such as the Allis-Chalmers Model 3500 Generators. This would allow requisitioning of the repair parts in support of the new equipment sufficiently in advance of the projected delivery dates of new equipment to insure demands on the repair parts are established and reach the depots ahead of issue. All issue of new equipment be withheld until sufficient repair parts are on hand at the Depot, GSU DSU and using unit to support the equipment. That depots pull all overpacks, cause an immediate inventory to be initiated upon arrival in-country. Set up a command intensively managed items system where-by all items in the overpacks are immediately put on stock records and prepared for issue pending receipt of request. In this manner all repair issues will be demand supported from Depot to user. Equipment issued can be maintained when received at a greatly reduced cost with a minimum of non-availability time.

g. Communications:

(1) Idle channel noise level measurements on the AN/TCC-13.

(a) Observations: Idle channel noise levels measured with the TS-762/TC test set are typically 5 to 14 dbm below those measured with a TTS-37B, or equivalent, external noise measuring set.

(b) Evaluation: Noise levels measured with the TTS-762/TC are FLA weighted--i.e., the frequency response of the test set extends from about 500Hz to 2000Hz and approximates the frequency response of telephone components, such as headsets. The frequency response of the TTS-37B, on the other hand, extends from near 0Hz to 15kHz. Since a large part of the noise spectrum is eliminated by FLA weighting, noise levels measured with the TS 762 test set are always lower than with the TTS-37B. This is particularly true when the circuit has a lot of 60-cycle hum.

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(c) Recommendation: Whenever noise level measurements are reported, the type of measuring set should be specified. The range of frequencies measured should also be noted since many measuring sets, including the TTS-372, have a number of filters which can be used to alter the frequency response of the meter. Where possible, noise measurements should be made without using a filter so the results can be compared with the maximum acceptable noise levels set by DCA.

(2) Inaccurate voltage measurements using meters "A" and "B" on the meter panels of an AN/TRC-29 radio.

(a) Observation: Adjusting voltages in power supplies PP-689/G, PP-690/G, and PP-764/G on AN/TRC-29 radio equipment using meters "A" and "B" on the meter panels is not the most accurate method.

(b) Evaluation: TM 11-689 indicates a range of permissible meter readings as the approximate setting of the voltage controls. The voltage adjustments in the AN/TRC-29 radio equipment are critical steps in the lineup procedure. The voltage controls must be set to the proper levels in order for the equipment to operate at its highest efficiency. The adjustments of the voltage controls should be made using a V. T. V. M. (TS-505/U or equivalent) taking the measurements directly from the terminal boards in the equipment. This will insure an accurate voltage control setting.

(c) Recommendation: During lineup procedures of the AN/TRC-29 radio equipment a TS-505/U electronic multimeter should be used to measure and set the voltage controls to the proper levels as indicated in the lineup procedures. After the controls are set properly the meter readings of the meters "A" and "B" on the meter panels should be noted for future reference during subsequent lineup procedures.

### (3) Open Channel Numbers

(a) Observation: 12th Signal Group Commcenters and the Relay Station experienced an excessively high rate of retransmission requests due to "Open Number" (ZFX's) during the past quarter.

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(b) Evaluations: Upon examination of ZFX notices, the following may be the reasons for "Open Number."

(aa) Failure to depress send button on TSEC/KW-7's for 3 to 5 seconds.

(bb) Operators skipping channel numbers.

(cc) Failure to log messages on DA 11-118's.

(c) Recommendations: The following recommendations are made to alleviate the problem.

(aa) All operators and maintenance personnel activating TSEC/KW-7's by depressing send button, must depress button for 5 to 10 seconds to insure that the proper phase is received at distant terminal.

(bb) Closer supervision of operators.

(cc) The frequent checking of number sheets (DA 11-118's) by supervisory personnel.

(4) Buried Multi-pair Cable Splices.

(a) Observation: Many buried multi-pair cable splices when uncovered and checked are found to contain water.

(b) Evaluation: A splice is a weak point in any cable. Buried splices often are constantly submerged in water and leak as a result of deterioration and constant submersion.

(c) Recommendation: That all buried splices located in secure areas be dug up and placed on stub poles above the ground to prevent the splice from constantly lying in water. This has been tried in several areas with satisfactory results.

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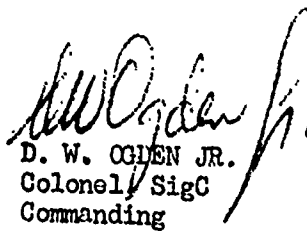
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h. Material: None

i. Other: None

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as

  
D. W. OGDEN JR.  
Colonel, SigC  
Commanding

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SGCPV-OP-CC (10 Nov 70) 1st Ind  
SUBJECT: Operational Report - Lessons Learned, Headquarters 12th Signal  
Group for Period Ending 31 October 1970, RCS CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 NOV 30 1970

TO: Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed the report and concurs in it with the following comments and/or exceptions:

a. Reference item "Command Personnel Management Inspection", para 2.a. (c), pg. 7. Nonconcur. The recommendation that the 1st Signal Brigade CPMI Team conduct CPMI on a quarterly basis is not considered feasible. The 1st Signal Brigade consists of over 30 units of Battalion size or larger. This would result in only 3 days per unit to include travel time to and from units with no time to properly prepare and evaluate reports. The feasible answer to this problem is for the 12th Signal Group to conduct group CPMI as frequently as they desire, emphasizing command influence on their problem areas.

b. Reference item "Prescribed Load Lists (PLL) Overpacks for Generators and special purpose equipment", para 2.f.(1)(c), pg. 9. Units designated to receive new equipment are usually notified in advance and, as stated in the observation, are normally provided with an overpack of repair parts. The issue of new equipment is based on the requesting unit's urgency of need rather than the availability of repair parts. The Allis-Chalmers Model 3500 generators have been in the Army inventory since 1966 and repair parts should have been available at the LEAD.

c. Reference item "Idle channel noise level measurements on the AN/TCC-13" para 2.g.(1)(c), pg. 10. Not only should the type of set be specified but also the weighting. A better choice of meter would be the WECO 3A Noise Measuring Set since it reads in dbrnc which is the standard used in DCAC 310-70-1.

d. Reference item "Buried Multipair Cable Splices," para. 2g(4)(c). Nonconcur. Evaluation by the 12th Signal Group is incorrect. The observations of the 12th Signal Group indicates that the wrong type splice cases were installed along with poor installation techniques. A properly made splice is as strong as any point within a cable. Splices properly made with correct splice cases used and sealed according to standard installation practices will not normally accumulate water. No splice case is ever intentionally installed in water. All splice cases are buried at a minimum of 36" with the trench backfilled and tamped. The recommendations made in the basic report would cause the cables to be exposed unnecessarily, subjecting them to damage by enemy and friendly personnel, and providing opportunity

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for unauthorized personnel to enter splices causing disruption of  
service. These recommendations would defeat the purpose of a buried  
installation as stated above.

FOR THE COMMANDER:

  
T. M. BEYERSDORF  
CPT, AGC  
Asst AG

CF:  
Assistant Chief of Staff for Force Development, Department of the Army,  
Washington, D.C. 20310  
Commanding General, United States Army Strategic Communications Command,  
ATTN: DCSOPS SCC-OP-RT, Fort Huachuca, Arizona 85613  
Commanding Officer, 12th Signal Group, APO 96349  
Commanding Officer, 2d Signal Group, APO 96491  
Commanding Officer, 21st Signal Group, APO 96240  
Commanding Officer, 27th Signal Group, APO 96346  
Commanding Officer, 160th Signal Group, APO 96491  
Commanding Officer, USASTRATCOM Regional Communications Group, APO 96243

AVHDO-DO (10 Nov 70) 2d Ind  
SUBJECT: Operational Report-Lessons Learned, Headquarters 12th  
Signal Group for Period Ending 31 October 1970, RCS  
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Headquarters, United States Army Vietnam, APO San Francisco 96375 17 FEB 1971

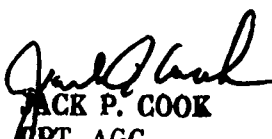
THRU: Commanding General, United States Army Strategic Communications  
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army Pacific, ATTN: GPOP-DT,  
APO 96558

1. This Headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1970 from Headquarters, 12th Signal Group and comments of indorsing headquarters.

2. Reference item concerning "Prescribed Load Lists (PLL) Overpacks for Generators and special purpose equipment," page 7, paragraph 2f(1) and 1st Indorsement, paragraph 2b. USARV has experienced difficulty with the control and issue of overpacks. Some overpacks that were shipped separate from the major end item have been lost or mismanaged due to the lack of positive identification on the box. It is recommended that box marking procedures be reviewed by USAMC and changes implemented if necessary to insure that the overpacks are identified as such and include end item application to include serial number of unit intended for. The overpack kit should be physically attached to the end item when possible by banding or other means. Knowledge of the "overpack concept" as described in AR 700-70 is considered deficient within the command. Technical representatives from the various commodity commands include this as a subject for discussion during unit visits. It is recommended that USCONARC review its training programs and add emphasis to the subject where appropriate. Unit has been so advised.

FOR THE COMMANDER:

  
JACK P. COOK  
CPT, AGC  
Assistant Adjutant General

Cy furn:  
1st Sig Bde  
12th Sig Gp

SCCP-OP-OCO (10 Nov 70) 3d Ind  
SUBJECT: Operational Report-Lessons Learned, Headquarters  
12th Signal Group for Period Ending 31 October  
1970, RCS CSFOR-65 (R-2)

Headquarters, U. S. Army Strategic Communications Command-  
Pacific, APO San Francisco 96557 **8 MAR 1971**

THRU: Commander in Chief, U. S. Army Pacific, ATTN: GPOP-  
DT, APO 96558  
Commanding General, U. S. Army Strategic Communica-  
tions Command, ATTN: SCC-PO-CEFF, Fort Huachuca,  
Arizona 85613

TO: Assistant Chief of Staff for Force Development,  
Department of the Army, Washington, D.C. 20310

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters concurs with the report as indorsed.

FOR THE COMMANDER:



ANN M. RICU  
CPT, WAC  
Acting Asst AG

CF:  
CG, USARV, APO 96375 wo incl  
CG, 1st Sig Bde (USASTRATCOM), APO 96384 wo incl  
CO, 12th Sig Gp (USASTRATCOM), APO 96349 wo incl

GPOP-DT (10 Nov 70) 4th Ind  
SUBJECT: Operational Report of HQ 12th Signal Group, for Period Ending  
31 October 1970, RCS CSFOR-65

HQ, US Army, Pacific, APO San Francisco 96558 25 MAR 1971

THRU: ~~Commanding General, U. S. Army Strategic Communications Command, Fort Huachuca, Arizona 85613.~~ *PCP*

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

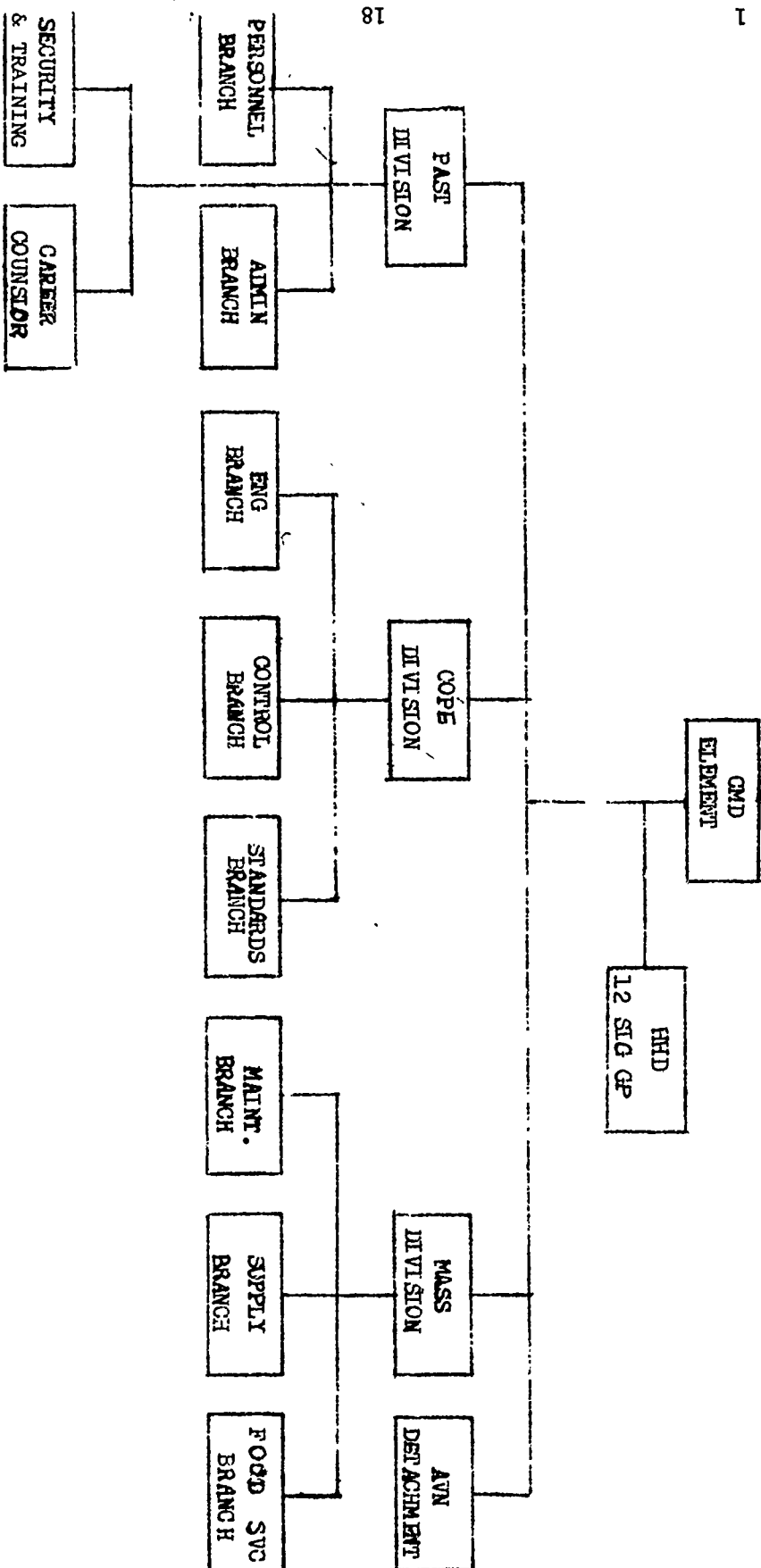
This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

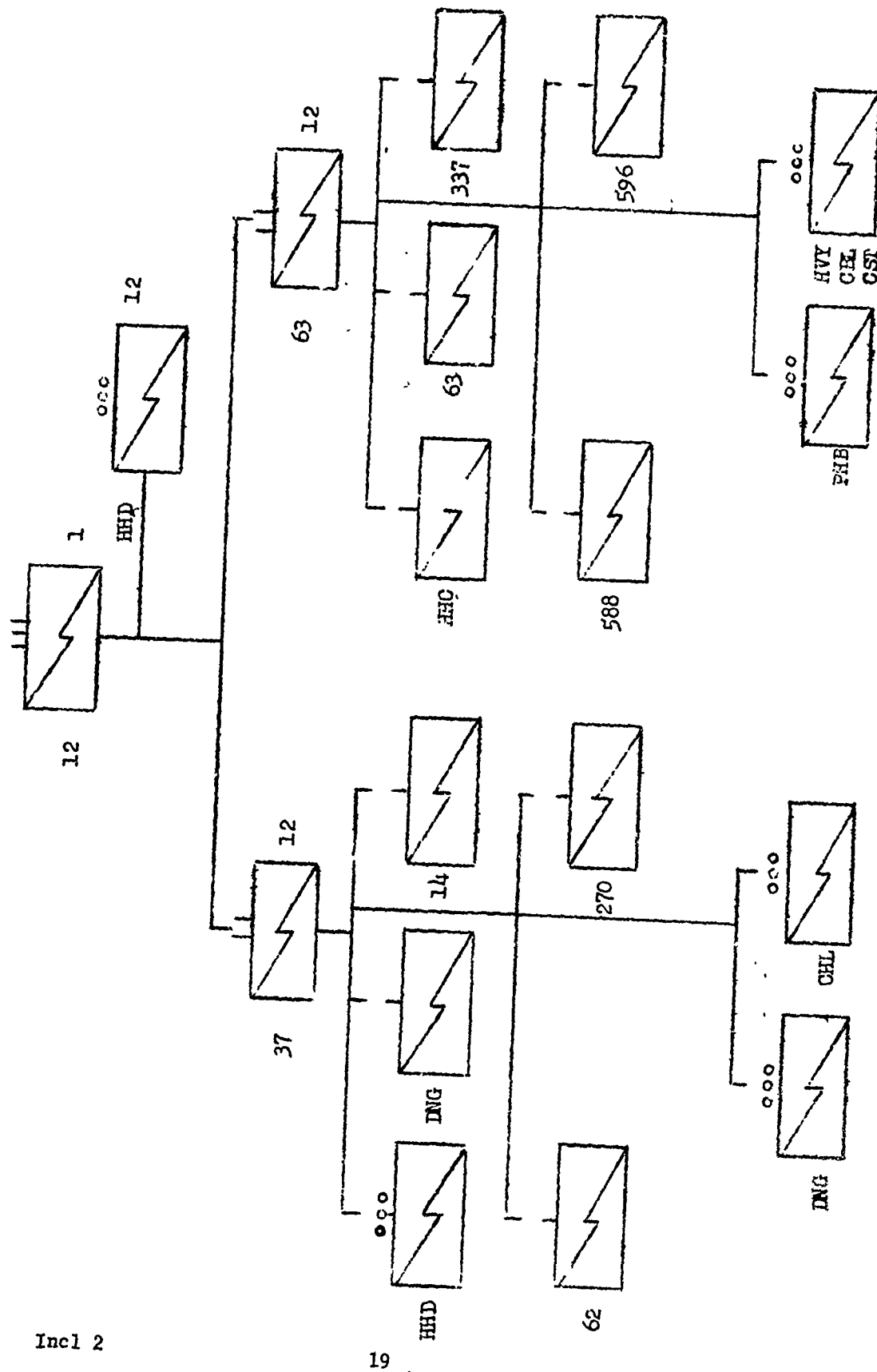
*D D Cline*  
D. D. CLINE  
1LT, AGC  
Asst AG

12TH SIGNAL GROUP HEADQUARTERS ORGANIZATION  
31 October 1970

Incl 1

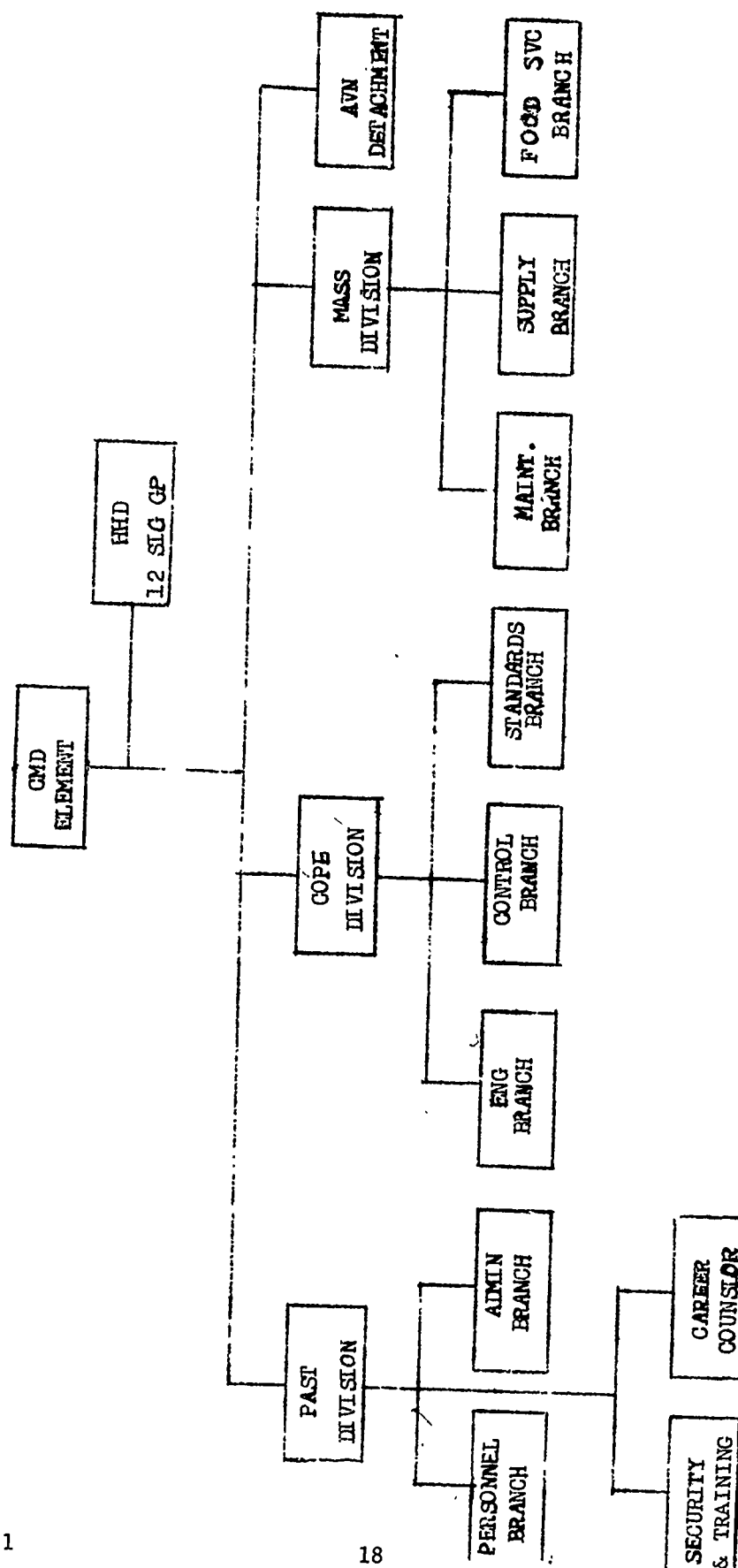


12TH SIGNAL GROUP ORGANIZATION  
31 October 1970



Incl 2

12TH SIGNAL GROUP HEADQUARTERS ORGANIZATION  
31 October 1970





31 October 1970

